

II.C. Staff Report: Review Process for Public Institutions' Six-Year Plans

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**STATE COUNCIL OF HIGHER
EDUCATION FOR VIRGINIA**

This presentation

- **Background**
- **High-level Summary**
 - **Policy Considerations**
- **Relevant Details of plans**

Background

- As prescribed in the Code of Virginia [§ 23.1-306](#) (The Virginia Higher Education Opportunity Act of 2011), the governing board of each public institution is required to develop and adopt a six-year plan
 - Full plans developed in odd years (2023)
 - Plans updated in even years (2024)
- The plans are developed “in a form and manner prescribed” by SCHEV, in consultation with Op-Six. Some components are required in code or budget
 - Part 1: Excel Template with tuition projections, NGF revenue, finance and academic plans, GF requests
 - Part 2: Narrative
- Opportunity for dialogue between the Commonwealth and each institution’s enrollment, programmatic, and financial plans
 - Data and proposals in the six-year plans will be used throughout the budget and policy process

Background

Timeline

February: Emergency RFP issued for consultant to review six-year plan process

March: \$725k contract awarded to Boston Consulting Group. Funds split between SCHEV, DPB and Strada Education Foundation

May: Instructions and templates distributed to institutions

July: Initial plans submitted by institutions

August-September: Two hour meetings with each institution and Op-Six

September: Op-Six sent written questions and comments to institutions

October: Institutions reply to questions and comments

December: Final plans posted on SCHEV site

Background

Changes to process this year

- Development of “fact packs” – visualizations of SCHEV data and other publicly available sources
- Focus on three themes: Enrollment volume & composition, Student & market needs, and Financial effectiveness & sustainability
- Assumption of a 2% salary increase, health insurance benefits, and VITA increases – Impacting both GF and NGF
- Financial plan that extends six-years (previously two years), with assuming no new GF or tuition changes for years three through six.
- A “Pro-forma” tab that allows user to change the proportion of funds that come from GF, NGF, and reallocation.

Background

The screenshot shows the website for the State Council of Higher Education for Virginia. The navigation bar includes 'ABOUT', 'FOR STUDENTS', 'FINANCIAL AID', 'FOR INSTITUTIONS', and 'RESEARCH & PUBLICATIONS'. The left sidebar contains a menu with categories like 'BOARDS OF VISITORS', 'GRANTS', 'INSTITUTIONAL COMPLIANCE CERTIFICATION', 'OUTSTANDING FACULTY AWARDS', 'PLANNING & PERFORMANCE', 'POLICIES & GUIDELINES', 'TEACHING & ASSESSMENT INITIATIVES', and 'K12 & COLLEGE ACCESS'. Under 'PLANNING & PERFORMANCE', 'Six Year Plans' is selected. Below this, there are links for '2022 Six Year Plans' and 'Restructuring Act'. The main content area is titled 'Six Year Plans' and includes a breadcrumb trail 'For Institutions > Planning & Performance >'. It features a paragraph explaining the Higher Education Opportunity Act of 2011 and the Restructured Higher Education Financial and Administrative Operations Act of 2005. A section titled 'Summary of key takeaways and policy considerations' is followed by a table listing institutions and their respective 2023 fact packs and narratives.

Navigation: ABOUT | FOR STUDENTS | FINANCIAL AID | FOR INSTITUTIONS | RESEARCH & PUBLICATIONS

Left Sidebar:

- BOARDS OF VISITORS
- + GRANTS
- INSTITUTIONAL COMPLIANCE CERTIFICATION
- + OUTSTANDING FACULTY AWARDS
- PLANNING & PERFORMANCE
 - Institutional Performance Standards
 - Six Year Plans
 - 2022 Six Year Plans
 - Restructuring Act
- + POLICIES & GUIDELINES
- PRIVATE AND VOCATIONAL SCHOOLS (PPE)
- + TEACHING & ASSESSMENT INITIATIVES
- VIRGINIA SARA
- + K12 & COLLEGE ACCESS

Archives:

- 2022
- 2021
- For years 2011-2020, contact Tom Allison

Main Content:

For Institutions > Planning & Performance >

Six Year Plans

Font Size: + - + Share & Bookmark Print

The Higher Education Opportunity Act of 2011 reaffirmed institutional six-year plans that were first adopted in the Restructured Higher Education Financial and Administrative Operations Act of 2005. Each plan is structured in accordance with objectives and purposes set forth in § 23.1-306. The plans include information about institutional strategies, projected costs, tuition and fees, financial aid, economic development, and other timely topics.

In 2015, joint resolutions approved by the House and Senate require that institutional six-year plans align with the [Pathways to Opportunity: The Virginia Plan for Higher Education](#). The form and manner for the plan is prescribed by the Council in consultation with the Secretary of Finance, the Secretary of Education, the Director of the Department of Planning and Budget, the Staff Director of the House Committee on Appropriations, and the Staff Director of the Senate Committee on Finance and Appropriations, or their designees. This review group is sometimes referred to as the Op Six. In odd-numbered years, institutions develop their six-year plans. In even-numbered years, institutions update or affirm their plans. This page contains the most current six-year plans.

To inform the 2023 six-year plan process, the Boston Consulting Group and SCHEV staff collaborated to create "fact packs", visualizations of data and trends that were prioritized by Op-Six.

Summary of key takeaways and policy considerations




Institution	Plan
CNU	CNU 2023 Fact Pack
	CNU 2023 Six-Year Plan
	CNU 2023 Six-Year Plan Narrative
GMU	GMU 2023 Fact Pack
	GMU 2023 Six-Year Plan
	GMU 2023 Six-Year Plan Narrative
JMU	JMU 2023 Fact Pack
	JMU 2023 Six-Year Plan
	JMU 2023 Six-Year Plan Narrative

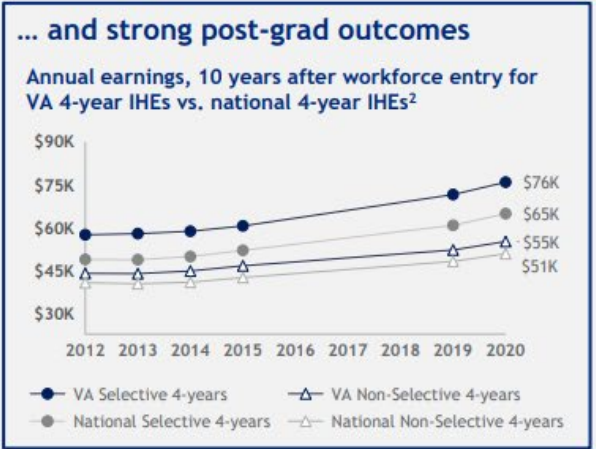
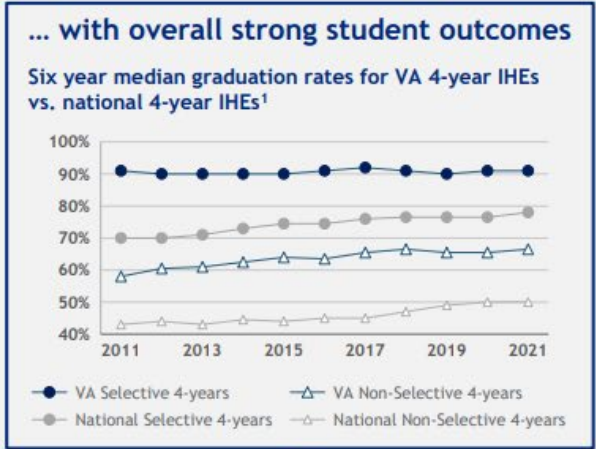
<https://www.schev.edu/institutions/planning-performance/six-year-plans>

High level summary

Reasons for optimism (I/II) | Diverse set of IHEs make COVA's public higher ed ecosystem among the strongest in the US

Broad set of public IHEs across VA ...

- 3** selective 4-year institutions

- 12** non-selective 4-year institutions

- 24** 2-year institutions




Resulting in national recognition as a top state for higher ed

smartasset 2022 Best States for Higher Education³

- #2** overall ranking
- #7** student-faculty ratio
- #1** undergrad grad rate
- #20** in-state attendance

U.S. News 2024 Best Colleges Ranking

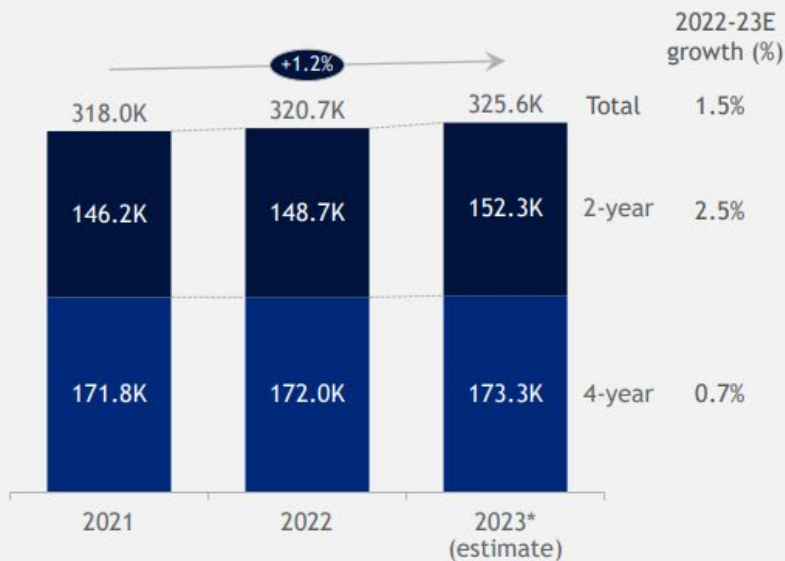
- 3** public universities in top 100 nationally (UVA, VT, W&M); 6 in top 150
- 4** public universities in top 100 Southern regional universities (CNU, LU, VSU, NSU)

1. Median graduation rates across applicable IHEs based on IPEDS data. 2. Figures reflect earnings of working graduates 10 years after workforce entry, excluding graduates who are currently enrolled as students; figures shown are the average of each category's institutions' reported median earnings. Due to data constraints, figures unavailable 2016, 2017, and 2018; most recent available data are 2020. 3. Subscores based on IPEDS data; average net price and 20-year ROI metrics not shown. Source: IPEDS; College Scorecard; U.S. Census Bureau; BCG analysis

Reasons for optimism (II/II) | IHEs show resilience in difficult macro environment, interest in tackling VA priorities

Early enrollment estimates for Fall 2023 indicate continued post-pandemic recovery

Undergraduate enrollment for public IHEs, Fall 2021-23E



Many IHEs are focusing on COVA higher ed priorities

of IHEs selecting as one of top 3-5 strategic priorities

	Career readiness / workforce Via new programs, partnerships, work experience initiatives, etc.	15 of 17
	Affordability & accessibility Via higher cost efficiency, affordable pathways (e.g., online), aid expansion, etc.	8 of 17
	Cost efficiency / financial sustainability Via cost containment, greater focus on operational efficiency	6 of 17
	Enrollment Via efforts to grow applicant funnel across different demographics	6 of 17
	Student mental health Via support for counseling services, mental health-related programs, etc.	5 of 17
	Pathways Via dual enrollment options, collaboration between IHEs, etc.	4 of 17

Six priorities above account for ~60% of all priorities named in strategic narratives

VA IHEs also face real challenges, with declines starting well before the COVID period



Enrollment

Majority of VA IHEs saw **declining enrollment, selectivity, and yield** over past decade

- **11 of 17 IHEs saw enrollment declines** of 3-37% between 2013-23
- **12 of 15 4-year IHEs increased acceptance rates** by 1-28 ppt between 2013-22; **10 out of 15 had acceptance rates greater than 85%**
- **All IHEs saw declining yields** between 2012-21, with decreases ranging from 4-21 ppt

College-aged population expected to peak by 2025, likely exacerbating enrollment pressures for IHEs



Completion

Some **meaningful gaps in completion exist** for certain IHEs

- **Five IHEs have six-year graduation rates below 60%**
- **Three IHEs have experienced declines in six-year graduation rates** between 2006-16
- Significant **disparities in completion rates by race / ethnicity, income level**



Affordability

Average **published tuition prices for VA IHEs are 30-35% higher than national averages** and growing faster

- **Selective 4-years:** 15% higher than national avg.; 2.7% annual growth from 2012-21 (vs. 2.3% nationally)²
- **Non-selective 4-years:** 27% higher; 3.2% annual growth (vs. 2.6%)
- **2-years:** 34% higher; 2.5% annual growth (vs. 2.3%)










Average **cost of attendance has grown by 2.7% and 3.2% annually** for selective and non-selective 4-years, respectively, between 2012-21, also **outpacing national averages** (2.3% and 2.6%, respectively)



Cost effectiveness

Total E&G expenditures per student FTE grew by 4.9% annually (61% total) between 2012-22, from \$12K to \$20K; **one significant growth driver is institutional / administrative spend** (6.7% annual growth between 2012-22, or 91% total growth)

To maintain position of strength, COVA and its institutions will need to address critical statewide priorities

1 	2 	3 
Partnering more intentionally across K-12, 2-year, and 4-year IHEs to raise awareness and access to high-impact pathways for each student	Managing enrollment and enhancing differentiation in an increasingly competitive market at both the IHE and state level	Taking a more student-centered, transparent approach to affordability, discounting, and financial aid
4 	5 	6 
Improving completion for all student populations via data-driven, evidence-based interventions and strong execution	Developing a comprehensive and coordinated approach to maximize post-completion outcomes and fill labor market needs	Containing the cost of college , including minimizing unnecessary spending and identifying opportunities for cross-IHE shared services
7 	Making data more transparent to all audiences (policymakers, IHEs, students & families, etc.) to drive better decision making, including filling key data gaps across enrollment, completion, and post-completion	
8 	Being more targeted with state funding (E&G + Financial Aid) to better drive key priorities, incentivize desired actions, support students, and address critical institutional needs	
9 	Proactively supporting institutions facing acute challenges through different support mechanisms	

High-level summary

Policy Considerations

Enrollment volume & composition

- Collaborate with K-12 systems to ensure college readiness
- Coordinate & incentivize pathways between high school, community college, and 4-year institutions
- Seek to drive up college-going rate
- Gain market share among in-state students and / or attract more out-of-state students
- Actively encourage greater IHE differentiation / focus on core areas of distinctiveness
- Increase transparency of enrollment data and projections
- Increase need-based financial aid
- Promote greater aid transparency
- Explore further standardization of aid awards
- Encouraging / supporting lower tuition increases

High-level summary

Policy Considerations

Student & market needs

- Provide outcomes transparency
- Support development and scaling of data analytics tools / capabilities
- Support additional academic interventions
- Introduce more comprehensive suite of wraparound services to fit student needs
- Expand emergency financial support
- Coordinate program alignment / capacity
- Strengthen partnerships with employers, regional economic development organizations
- Enhance support or incentives for in-demand skills and degrees
- Increase funding and partnerships to support work-based learning
- Set up and incentivize employer mentoring programs
- Expand career and job coaching at all IHEs, as well as in middle / high schools
- Identify opportunities for shared services to realize cost efficiencies
- Encourage more consistent, transparent IHE evaluation of program portfolios

High-level summary

Policy Considerations

Financial effectiveness & sustainability

- Make data more visible / digestible for stakeholders through dashboards
- Further enhance data assets by filling gap
- Explore new funding formula
- Continue to explore performance-based funding models
- Track impact, ROI of funded initiatives
- Review / optimize VMSDEP to ensure program continues its important mission in a sustainable manner
- Align on definitions / tiers for "challenged institutions"
- Identify and pursue key support mechanisms for challenged IHEs

High-level summary

- **Op-Six's policy considerations informed SCHEV staff proposed Budget & Policy Recommendations**
- **Page 81 of agenda book crosswalks these two sets of recommendations**

High-level summary

P. 81 of today's agenda book:

Staff proposed recommendations

Budget Recommendations for 2024-26 Biennium				
Category	Item	FY 2025	FY 2026	Op-Six summary of key takeaways and policy considerations
		(in millions)		
Improving Student Success and Labor Market Outcomes	Workforce Credential Grant	\$4.0	\$4.0	Provide outcomes transparency Developing a comprehensive and coordinated approach to maximize postcompletion outcomes and fill labor market needs
	Mental health workforce pilot program	\$0.5	\$1.0	Introduce more comprehensive suite of wraparound services Improving completion for all student populations via data-driven, evidencebased interventions and strong execution
	Mental health grants	\$9.0	\$0.0	Introduce more comprehensive suite of wraparound services Improving completion for all student populations via data-driven, evidencebased interventions and strong execution
	Graduate Financial Aid	\$4.0	\$6.0	Increase need-based financial aid Strengthen partnerships with employers, regional economic development organizations at scale
	Advising and coaching	\$0.8	\$1.5	Seek to drive up college-going rate Coordinate & incentivize pathways between high school, community college, and 4-year institutions
Affordability and Access	Undergraduate need-based financial aid	\$33.9	\$39.9	Increase need-based financial aid and maintain gains on reducing unmet need
	Virginia Military Survivors and Dependent Education Program (VMSDEP) - Waiver	\$33.3	\$60.5	Review / optimize VMSDEP to ensure program continues its important mission in a sustainable manner
	Virginia Military Survivors and Dependent Education Program (VMSDEP) - Stipend	\$2.0	\$2.0	Review / optimize VMSDEP to ensure program continues its important mission in a sustainable manner
	Virginia Tuition Assistance Grant (TAG)	\$0.0	\$3.6	Being more targeted with state funding (E&G + Financial Aid) to better drive key priorities, incentivize desired actions, support students, and address critical institutional needs
Institutional Operations	Tuition Mitigation	\$18.2	\$29.5	Encouraging / supporting lower tuition increases to slow down growth in cost of attendance
	Address Funding Disparities	\$15.3	\$30.5	Explore new funding formula Encouraging / supporting lower tuition increases to slow down growth in cost of attendance
	O&M for new facilities	\$8.7	\$13.5	Encouraging / supporting lower tuition increases to slow down growth in cost of attendance
	Virtual Library of Virginia (VIVA)	\$2.3	\$2.8	Support additional academic interventions
	Virginia Sea Grant	\$0.4	\$0.4	Strengthen partnerships with employers, regional economic development organizations at scale on programs, skilling, internships, and in-state job placement
	Virginia Space Grant Consortium	\$0.1	\$0.1	Increase funding and partnerships to support work-based learning
Total general fund recommendations		\$132.5	\$195.3	

Policy considerations from Op-Six

Relevant details of plans

Projected Tuition & All Fees

Total Tuition and Mandatory Fees Annual Change							
	FY2024	Planned	FY2025 Annual Change		Planned	FY2026 Annual Change	
Inst.	BOV Approved	FY2025	\$	%	FY2026	\$	%
CNU	\$16,351	\$17,032	\$681	4.2%	\$17,742	\$710	4.2%
GMU	\$13,815	\$14,506	\$691	5.0%	\$15,309	\$803	5.5%
JMU	\$13,576	\$14,132	\$556	4.1%	\$14,712	\$580	4.1%
LU	\$15,200	\$15,775	\$575	3.8%	\$16,370	\$595	3.8%
NSU	\$9,910	\$10,208	\$298	3.0%	\$10,516	\$308	3.0%
ODU	\$12,262	\$12,857	\$595	4.9%	\$13,483	\$626	4.9%
RBC	\$8,847	\$9,112	\$265	3.0%	\$9,386	\$274	3.0%
RU	\$12,286	\$12,651	\$365	3.0%	\$13,027	\$376	3.0%
UMW	\$14,559	\$14,994	\$435	3.0%	\$15,442	\$448	3.0%
UVA	\$18,808	\$19,372	\$564	3.0%	\$19,952	\$580	3.0%
UVAW	\$11,779	\$12,133	\$354	3.0%	\$12,495	\$362	3.0%
VCCS	\$4,758	\$5,080	\$322	6.8%	\$5,286	\$206	4.0%
VCU	\$16,233	\$16,911	\$678	4.2%	\$17,618	\$707	4.2%
VMI	\$20,484	\$21,066	\$582	2.8%	\$21,624	\$558	2.6%
VSU	\$9,755	\$10,146	\$391	4.0%	\$10,552	\$406	4.0%
VT	\$15,476	\$16,234	\$758	4.9%	\$17,030	\$796	4.9%
W&M	\$25,041	\$25,789	\$748	3.0%	\$26,747	\$958	3.7%
State Average	\$14,067	\$14,588	\$521	3.9%	\$15,135	\$547	3.8%

Academic & Financial Plan

Plan instructions included assumption of annual 2% salary increase, 3% health insurance, and 5.36% VITA increase.

UVA, VCU, VMI, VT, and VT-Ext propose self-funded additional salary increases.

GF Cost of Assumptions on Salary, Health Insurance, and VITA		
	FY 2025	FY 2026
Health Insurance	\$6,515,682	\$12,431,545
Salary	\$44,247,635	\$87,597,621
VITA	\$537,550	\$1,085,555
Grand Total	\$51,300,866	\$101,114,721

GF Request by Category

Category	Sum of FY2025 GF	Sum of FY2026 GF
Career Readiness & Placement	\$229,172,953	\$121,997,487
Community Engagement	\$16,245,000	\$16,245,000
Cost efficiency	\$3,600,000	\$3,900,000
Curriculum	\$2,798,000	\$4,016,774
Degree Pathways	\$33,514,678	\$33,803,469
Economic Development	\$17,384,240	\$24,267,590
Education Innovation / Online Learning	\$113,736,180	\$119,010,250
Enrollment management	\$3,555,267	\$3,725,714
Financial Aid	\$104,469,699	\$131,940,835
General Operations Support	\$62,209,803	\$73,867,628
OTHER (Mental Health)	\$4,558,274	\$4,558,274
OTHER (Operation & Maintenance)	\$5,035,151	\$7,525,452
OTHER (Please specify in description)	\$31,923,648	\$16,523,648
Partnerships	\$838,200	\$838,200
Research	\$136,183,976	\$22,333,300
Student Success	\$28,875,529	\$46,418,248
Technology Infrastructure	\$31,197,800	\$31,320,200
Grand Total	\$825,298,397	\$662,292,068

Internships

- All institutions included proposals for internships/work-based learning
 - Some have goals of 100% of graduates participating in experiential learning
 - Largest category of GF requests

New Programs

- Plans for “new programs” are not always described with precision. Some of the plans are, or appear to be, enhancements of existing degree programs rather than development of new degree programs.
- Common subject areas:
 - Data science and computing (UVA, ODU, VCU, VT W&M, VMI and VSU)
 - Education (GMU)
 - Fine and performing arts (JMU, GMU, RU, UMW, VSU)
 - Health related (CNU, LU, UVA-W, VSU, VCU, UVA-W)
- \$17 million and \$41 million in additional costs to create or expand programs in FY25 and FY 26.

Data Science

New Programs (some already approved, proposed, and future potential proposals)

- Certificate Programs: VSU (agriculture data science)
- New bachelor programs: UVA, ODU, VCU, JMU
- New graduate programs: VT, W&M, JMU, UVA, UVA – W, VSU
- New School of Data/Computing: W&M, ODU
- UMW Lab School on Data Science – opening in Fall of 2024

Capital

- ODU – New capital request and the Virginia Beach institute of Data Science opening in Fall 2023
- UVA – Engineering academic building – mentions data science programs in their description
- UVA-W – Technology building – described data science programs in submission
- W&M – School of data and applied sciences

Virginia Military Survivors and Dependent Education Program

12 senior institutions request funding; one (NSU) requests relief through non-general fund

	2022-23	2024-25		2025-26	
	Estimated	Total Request	GF Support	Total Request	GF Support
CNU	\$2,356,625	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000
GMU	\$8,672,230	\$13,013,000	\$13,013,000	\$16,916,900	\$16,916,900
JMU	\$4,250,214	\$5,332,593	\$5,332,593	\$6,770,812	\$6,770,812
LWD	\$1,564,775	\$1,325,531	\$1,325,531	\$1,855,743	\$1,855,743
NSU	\$2,184,174	\$2,000,000	\$0	\$2,000,000	\$0
ODU	\$10,176,959	\$9,114,010	\$9,114,010	\$9,114,010	\$9,114,010
RU	\$2,120,222	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000
UMW	\$1,609,245	\$2,600,000	\$2,600,000	\$3,000,000	\$3,000,000
UVA	\$4,564,953	\$6,760,233	\$6,760,233	\$8,051,772	\$8,051,772
UVA-W	\$181,457	\$180,000	\$180,000	\$185,400	\$185,400
VCU	\$13,505,036	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000
VMI	\$1,088,948	\$0	\$0	\$0	\$0
VSU	\$1,408,588	\$0	\$0	\$0	\$0
VT	\$7,276,769	\$8,785,464	\$8,785,464	\$10,504,388	\$10,504,388
WM	\$3,568,262	\$4,400,000	\$4,400,000	\$4,400,000	\$4,400,000
EVMS	\$510,303	n/a	n/a	n/a	n/a
RBC	\$207,684	\$0	\$0	\$0	\$0
VCCS	\$4,211,531	\$0	\$0	\$0	\$0
	\$69,457,972	\$74,310,831	\$72,310,831	\$83,599,025	\$81,599,025

2025-26	Relief as % of Projection
Projected Cost	
\$6,466,578	23.2%
\$23,796,600	71.1%
\$11,662,587	58.1%
\$4,293,741	43.2%
\$5,993,373	0.0%
\$27,925,574	32.6%
\$5,817,888	22.3%
\$4,415,768	67.9%
\$12,526,231	64.3%
\$497,917	37.2%
\$37,057,819	48.6%
\$2,988,072	0.0%
\$3,865,165	0.0%
\$19,967,453	52.6%
\$9,791,310	44.9%
\$1,400,271	0.0%
\$569,885	0.0%
\$11,556,442	0.0%
\$190,592,674	42.8%

Questions?